



THE BUILDING TRADES ACADEMY



Program Catalog



bt-academy.org



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WELCOME TO THE

The Building Trades are very proud of our long tradition of training, which for generations has produced the safest, most highly trained and productive workforce in the world. The class you are about to take will challenge you, but it will also provide you with skills and insights that will make you a more effective leader.

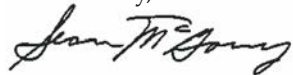
The Building Trades Academy is proud to partner with Michigan State University for the delivery of Academy courses. Our partnership with the faculty of MSU's School of Human Resources & Labor Relations brings internationally recognized expertise to the Academy for curriculum development, cutting edge examples and simulations, and teaching materials and techniques. We are working on having the Building Trades Academy classes assessed for college credit. Notify your instructors if you are interested in pursuing this option.

For the union construction industry, this is a time of optimism, promise and opportunity. All leading economic indicators for the construction industry point to steady and continued growth as we finally remove ourselves from the depths of one of the most debilitating recessions of our lifetime. Many sectors of the American economy, from the oil and gas industry to power generation, including smart energy transmission and production and clean energy technologies, to pharmaceutical to manufacturing, are poised for growth over the next ten years. And that growth translates into tremendous opportunities for the union construction industry to establish new and lasting partnerships through a business model that is predicated upon delivering a wide array of value that goes well beyond our providing the safest, most highly trained and productive workforce in the world.

As with all great ambitions, this task will require our unions, and everyone associated with the union construction industry, to step up to the plate. This is where your education and training comes in. We will need highly skilled organizers, negotiators and leaders to take advantage of the opportunities that will present themselves in the coming years.

The more YOU put into Building Trades Academy classes, the more you'll get out of them!

In solidarity,



Sean McGarvey, President

North America's Building Trades Unions, AFL-CIO

BUILDING TRADES ACADEMY

The Building Trades Academy was created by a partnership between North America's Building Trades Unions and Michigan State University's School of Human Resources & Labor Relations. We are both committed to providing the best educational and development programs available. Our mutual goal through the Academy is to provide you as Building Trades union staff and leaders with highly useful and practical skills that will enhance your own success and that of the unions you serve.

MSU's School of Human Resources & Labor Relations is an internationally recognized leader in the field of labor education, with specialized expertise in the economics and labor relations of the construction industry. Our Schools' driving purpose is to help improve employer-employee relationships and workplace systems; ones that optimize both opportunities for organizations to achieve competitive advantages and opportunities for employees to enjoy rewarding work and family lives.

Working hand-in-hand with North America's Building Trades Unions, the courses offered through the Academy are the result of the dedication of many individuals; including talented educators, building trades leaders, industry experts and, importantly, participants like you who provide valuable feedback on ways to continuously improve the learning experience.

Therefore, I am sure you will have a great learning experience over the next several days. To take full advantage of this course, let me encourage you to fully engage in this skill-building experience with your dedicated instructors and to share your own knowledge and experience with your union brothers and sisters in and out of the classroom. Lastly, have fun and take advantage of this unique opportunity to create a network of new friendships with your fellow classmates - a network of like-minded trade unionists seeking to better the lives of working men and women.

Sincerely,



Bill Cooke, Director
School of Human Resources & Labor Relations
Michigan State University

INTRODUCTION



The mission of **The Building Trades Academy** is to provide educational programs that offer useful and practical skill building for Building Trades union staff and leadership and capacity building for their unions.

The learning objectives in the classes offered by the Academy are focused on building the skills, knowledge, and understanding necessary for participants to effectively fulfill specific staff and leadership roles within their unions. To those ends, the Academy offers classes in *organizing, negotiating, teaching techniques, labor law in the construction industry, and leadership.*

These seminars, led by skilled practitioners and educators, are conducted in an atmosphere of solidarity.

In addition, we also provide **Custom Training** for your Officers, Business Managers/Reps, Organizers, and Negotiating Committee!



Contact us to learn more about how The Building Trades Academy can work for you.



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PROGRAMS

BTA 101: STRATEGIC PLANNING

COURSE DESCRIPTION

This course is intended to help union locals and building trades councils effectively manage their organizing activities and to efficiently use union resources. This course covers the developing and applying a full strategic plan. Specifically, participants will review basic concepts of research, analysis and strategic planning for construction organizing. Participants will take part in a series of interactive, small-group exercises centered on a realistic case study.

COURSE TOPICS

- Introduction to construction organizing
- Developing a strategic organizing plan
- Using research to inform strategy
- Researching contractors
- Campaign dynamics and the law
- Concerted, protected activity
- Workers issues
- Workers evaluations
- Organizing committees
- Housecalling and debriefing
- Membership training
- Getting the union message across
- Action planning and budgets

COURSE FEE AND SCHEDULE

Please refer to the website for course fee and most current schedule.



BTA 102: CLOSING THE DEAL

COURSE DESCRIPTION

There is nothing more effective than the face-to-face communication for building relationships with contractors and owners. This course prepares building trades organizers to conduct effective in-person meetings with non-union contractors both inside and outside of the context of organizing. Participants review communication strategies and practice relationship building through one-on-one conversation.

COURSE TOPICS

- Closing the deal and the overall campaign
- “A meeting with the contractor”
- An effective communication model
- Communication strategies
- Contractor meeting simulations
- Preparing messages for public agencies
- Presentation simulations

COURSE FEE AND SCHEDULE

Please refer to the website for course fee and most current schedule.

“The whole week was so useful - the content was all put together and flowed together great.”

- Course participant

PROGRAMS

BTA 103: GETTING THE WORD OUT DIGITAL COMMUNICATIONS

COURSE DESCRIPTION

For the first time, Facebook surpassed Google as the most visited and searched website in the world. Its membership exceeded half a billion users (roughly 30% of the world's population). The exponential growth of Facebook, as well as other digital communications platforms, demonstrates how communication has changed and expanded in the past few years. This course shows how these new communications platforms, including social communities and blogs, can improve the effectiveness of organizing efforts. Other topics include: developing messages for members, workers, contractors, owners, the news media, and the public and the various tools and techniques for delivering those messages.

COURSE TOPICS

- The power of the story
- Fundamentals of the internet
- Key features of social media
- Working with traditional media
- Partnerships, collaborations and growth industries
- Messaging on PLA / Prevailing wage
- Using media in organizing: The IBEW story
- Texting to mobilize and engage members
- Excel for organizers
- Special uses of social media

COURSE FEE AND SCHEDULE

Please refer to the website for course fee and most current schedule.



BTA 104: CAMPAIGN ORGANIZING

COURSE DESCRIPTION

This course offers a comprehensive overview of organizing issues related to the construction industry, offering constructive ways to organize the industry, including the value proposition for members, contractors and construction owners. In addition to concentrating on issues related to workforce organizing (i.e. identifying, contacting, and communicating with unrepresented workers), participants will learn how to identify leaders and build worker committees. One-on-one skills, overall communications strategies and framing issues will also be addressed in this program. Furthermore, the course instructor will explain how organizing has evolved and changed over time, with special emphasis on the value proposition inherent in a union workforce such as joint apprenticeship, codes of conduct, safety and other benefits to a contractor/owner.

COURSE TOPICS

- A campaign model
- Four x Four campaign dynamics and the law
- Concerted, protected activity
- Communications workshop: house calls
- Planning a campaign
- Market analysis
- Strategic research
- Group meetings

COURSE FEE AND SCHEDULE

Please refer to the website for course fee and most current schedule.

PROGRAMS

BTA 105: CONTRACT NEGOTIATIONS

COURSE DESCRIPTION

This course is for union officers and staff members who negotiate labor agreements with their signatory contractors. This course covers a wide spectrum of activities related to the development of a contract which meets the needs of their members--from drafting initial proposals to gaining support during the ratification process (and various steps in between). In addition, it will inform participants about alternative ways contracts can be bargained and the consequences associated with them. A full review of legal developments as they apply to and affect bargaining in the construction industry will also be presented and discussed. Also included is a discussion on the usefulness to improve productivity and safety, of the establishment of joint Labor-Management Committees under the Labor-Management Cooperation Act of 1978. The course also includes discussions led by contractor negotiators to more fully understand the perspectives of employers. The legal framework of multi-employer bargaining in the construction industry is fully explored. The session will culminate with students participating in a mock bargaining session.

COURSE TOPICS

- Preparation for bargaining
- Developing a bargaining strategy
- Bargaining simulation
- Bargaining table tactics
- Communication skills at the table
- The law, contract negotiations and the construction industry
- Research for bargaining
- Ratification strategies
- Resource development for bargaining

COURSE FEE AND SCHEDULE

Please refer to the website for course fee and most current schedule.



BTA 106: LABOR LAW IN THE CONSTRUCTION INDUSTRY

COURSE DESCRIPTION

Federal labor law provides special provisions applicable to the construction industry because of the unique nature of employment in construction. This construction labor law course will be taught by experienced building trades legal counsel specializing in construction labor law to better prepare participants to make informed decisions on organizing, collective bargaining and when to seek legal counsel.

COURSE TOPICS

- The framework of labor law in the construction industry
- Working with legal counsel
- Access to the construction worksite
- Recruitment and protected activity
- Picketing and the law
- Legal rules governing multi-employer bargaining
- Non-picketing communication
- Unfair labor practices, strikes, and recognition under sections 8(f) and 9(a) of the NLRA
- Hiring hall procedures and the duty of fair representations
- Fiduciary duties and reporting under the LMRDA
- The Duty of Fair Representation

COURSE FEE AND SCHEDULE

Please refer to the website for course fee and most current schedule.

“I loved the class. The instructors are some of the best ever.”

- Course participant

PROGRAMS

BTA 107: MULTI-CRAFT CORE CURRICULUM TRAIN-THE-TRAINER (MC3)

COURSE DESCRIPTION

This course is required for apprentice instructors, representatives of Building Trades Councils and their affiliates, and/or Council partners who plan to implement the Multi-Craft Core Curriculum (MC3). Each prospective program must send at least one representative to this class. Representatives from community partners must provide proof of a relationship with a state or local Building Trades Council when they register for the class. Participants who complete the program will be credentialed by North America's Building Trades Unions to assist Building Trades Councils in the implementation of the MC3 and to train other instructors. The course covers coordination of the MC3 and a broad range of teaching techniques, from planning a time-sensitive teaching outline to conducting an effective class. Emphasis is placed on participatory techniques. Practice teaching with the guidance and feedback of a skilled labor educator will also be provided. This course will also cover reporting and record keeping, proctoring of examinations, coalition building, partnership agreements with community organizations, articulation with joint apprenticeship committees, and staffing.

COURSE TOPICS

- Pathways to apprenticeship
- Three pillars of the MC3 program
- Curriculum overview
- Effective teaching techniques
- Preparing a teacher outline
- Review of instructor guide
- Giving and receiving feedback
- Practice teaching

COURSE FEE AND SCHEDULE

Please refer to the website for course fee and most current schedule.



BTA 108: BUSINESS MANAGERS TRAINING

COURSE DESCRIPTION

This class is a management and leadership course for Building Trades local union officers. Given the many challenges facing the Building Trades today, the premium on effective leadership has never been greater. Yet many new business managers take the responsibilities of office with little in the way of formal training, assistance or mentoring. This class is designed to address these challenges. Participants will leave this course with increased confidence and the knowledge and skill necessary to more effectively meet their various roles and responsibilities.

COURSE TOPICS

- Strategic planning
- Budgeting
- Communications skills
- Best practices in community organizing
- Fiduciary and legal responsibilities
- Labor-management reporting
- Effective political action
- Research and market analysis
- Avoiding burnout
- Personnel management

COURSE FEE AND SCHEDULE

Please refer to the website for course fee and most current schedule.

CORE FACULTY



David Alexander, is Adjunct Professor at the University of Oregon's Labor Education and Research Center and has been involved in worker's education for over 35 years. For the past fifteen years, he has been primarily responsible for working with North America's Building Trades Unions, AFL-CIO, in the design and coordination of courses in their curriculum, and is the lead faculty person on the Contract Negotiations in the Construction Industry class. Prior to 2000, David spent twenty years as a full-time staff member at the George Meany Center for Labor Studies, and served as adjunct professor at the National Labor College in Silver Spring, Maryland. He has worked with a number of international unions on a variety of educational programs.



John P. Beck, is an Associate Professor in School of Human Resources and Labor Relations at Michigan State University. He previously served as Associate Director of the School and Director of the Labor Education Program working with unions on their educational needs across the state. Prior to joining the School, he served as the Education and Research Director of the United Paperworkers International Union. He holds degrees from both Michigan State and the University of Michigan where he taught for five years on the staff of the UM Labor Studies Center. He co-directs *Our Daily Work / Our Daily Lives*, a program at the MSU Museum, which explores labor history and workers culture.



Dale Belman, PhD, is a professor in the School of Human Resources & Labor Relations at Michigan State University. He conducts research on unions and has forthcoming research on construction unionism (with Allen Smith). Dale has also written about truckers and trucking, public-sector employment, minimum-wage and low-wage work. He received his master's and doctoral degrees at the University of Wisconsin, Madison, and his bachelor's degree from Bowdoin College.



Julie L. Brockman, PhD, is an Associate Professor in the School of Human Resources and Labor Relations at Michigan State University. She teaches and consults for the Labor Education Program (LEP) and the Union Management Initiative (UMI) for unionized organizations in the private and public sectors. In addition, Julie is the Executive Director of the Building Trades Academy and the Executive Director of the Institute for Construction Economic Research (ICERES).

Prior to joining the faculty at Michigan State University, Julie spent 14 years in labor relations positions with Nestle Chocolate and Confections Company and TRW, Inc. Julie received her BA in Psychology from The Ohio State University, an MA in Organizational Communication from The Ohio State University, an MA in Labor and Industrial Relations from Michigan State University and a PhD in Adult Education from Michigan State University.



Kirk Brungard, the son of a 50-year rank-n-file IBEW member, he spent over fifteen years working as an electrician in Los Angeles before joining his local union staff in 1998 where he served as an organizer, compliance officer, business development representative and assistant business manager. While in Los Angeles, Kirk was also a badged compliance officer for both the Los Angeles Department of Public Works, and the Los Angeles Unified School District. During that period, he also drafted Electrical Safety and Training language ultimately adopted by the Los Angeles Department of Public Works, and eventually various other public awarding agencies.

In 2005, Kirk was named the IBEW's Director of Construction Organizing in Washington, D.C. While in that position the labor organization reached an all-time high in Construction membership.

CORE FACULTY

In late 2009, he joined AFL-CIO Secretary-Treasurer Liz Shuler as her Chief of Staff. After nearly seven years in that role, he transitioned to the Director of the Foundation for Fair Contracting for the Baltimore, Washington, D.C., and northern Virginia region.

Kirk holds a Master of Public Administration from the University of Baltimore. He is a regular presenter for various large organizations and a core faculty member of the Michigan State University Building Trades Academy and the AFL-CIO's National Labor Leadership Institute.



James Ciment, who received his PhD in American economic history from the City University of New York, has taught American history and labor history for over 30 years. He currently serves as an adjunct professor in American and labor history at Cal Poly Pomona, one of the technical and engineering-oriented campuses of the California State University system. He helped develop and taught the labor history curriculum at Empire State College in New York City, a program established in cooperation with the International Brotherhood of Electrical Workers to help union apprentices earn their Associate Arts degrees. He has researched and written on pre-apprenticeship programs in the construction trades, most recently writing up the grant that won NABTU an \$8 million, five-year US Department of Labor grant to enhance and expand the Multi-Craft Core Curriculum program (MC3). Ciment also works as an editor and writer and has published several books on economic and labor history.



Kathleen M. Conlan, is an educator at heart, having retired (June 2012) from the Education Director position with LIUNA (Laborers' International Union of North America). Kathleen has also spent many years teaching for the National Labor College, Penn State University and the North America's Building Trades Unions. She has her master's

degree in Labor Studies from UDC; a bachelor's degree from Georgetown University in Economics; and is certified as an Employee Benefits Specialist. Kathleen is a member of the United Association for Labor Education.



Virginia R. Diamond, JD, is a labor lawyer who began her career as an organizer with the International Ladies Garment Workers Union in Virginia. She was Assistant Director of the Department of Organizing and Field Services at the National AFL-CIO, and has taught organizing and labor law at the National Labor College (formerly George Meany Center).

Virginia has worked with the Service Employees International Union, the United Auto Workers, and the Virginia AFL-CIO. She is the author of several publications on organizing including *Organizing Guide for Local Unions*, *Numbers that Count: Guide to Internal Organizing*, and *Labor Law Handbook*.

She has a BA from Yale University, an MA from Columbia University Teacher's College, and a JD from the University of Virginia School of Law.



Michael Hayes has served on the faculty of the University of Baltimore School of Law since 1998, where he has taught courses in employment law, labor law, employment discrimination, torts, and negotiation and other lawyering skills. From August 2013 to January 2017, Mr. Hayes served in a political appointment from President Obama, in the U.S. Department of Labor, as the Director of the Office of Labor-Management Standards (OLMS), the federal agency that administers and enforces the Labor-Management Reporting & Disclosure Act. Mr. Hayes is the co-author, with labor lawyer Bruce Feldacker, of the latest Fifth / 2013 edition of the book *Labor Guide to Labor Law*, and is the Co-Editor of the past few editions of the book, *The Campaign Guide: Organizing the Construction Industry*. Prior to his teaching

CORE FACULTY

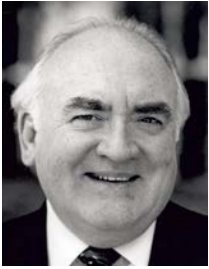
career, Mr. Hayes practiced labor and employment law for six years with Sherman, Dunn, Cohen, Leifer and Yellig in Washington, D.C., and for one year as a staff counsel to the National Labor Relations Board. He has a J.D. from the University of Virginia School of Law, and a B.S. from Cornell University's School of Industrial and Labor Relations.



Bruce Holt, has been a member of the IUPAT for 38 years. While employed as a Union drywall finisher he was appointed to his city's Planning and Zoning Commission, and was elected Vice Chair after 2 years. He was elected to 4 terms as an Alderman reaching Board President in his fourth term. He was elected to the Missouri House of Representatives, and then served as a Policy Advisor to two Governors of differing parties. He finished his political career as Chief of Staff for a Missouri State Senator. Bruce then was asked to serve as the Missouri State Lobbyist for the Missouri District Councils of his Union. He is now semi-retired, serving as a contract Missouri Lobbyist in the Capitol for IUPAT District Council #58 which serves Eastern Missouri and the southern half of Illinois.



Thomas J. Kriger, PhD, is the Director of Research at North America's Building Trades Unions, AFL-CIO. From 2008 to 2012 Kriger was Professor of Labor Studies and Provost and Vice President for Academics at the National Labor College. He was Associate Budget Director for Research and Policy for the State University of New York System Administration from 2007 to 2008. From 1998 to 2007 he served as Assistant to the President and Director of Legislation and Research for United University Professions (Local #2190), the American Federation of Teacher's largest higher education local. Kriger has held faculty positions at the University of Northern Colorado, Providence College, and St. Lawrence University and is the author of numerous publications on labor issues.



Gene Morrill, is Senior Staff Associate Emeritus and Coordinator of Performing Arts at the George Meany Center for Labor Studies-The National Labor College. Mr. Morrill has been at the Meany Center since it opening in 1974. He developed and now teaches all oral communication and media courses for the Center. He also teaches communication skills in their courses on organizing, arbitration and collective bargaining. Off campus, Mr. Morrill has trained the staff of several international and national unions and has participated in a variety of educational programs throughout the labor movement. In the past 25 years, Mr. Morrill has been invited to train for and facilitate labor movement initiatives in countries such as Central and Latin America, the Caribbean, Bulgaria, Hungary, South Africa, Tunisia, Egypt, Romania, and Canada. Mr. Morrill is now retired from the NLC faculty, but remains active in supporting the labor movement through training, education and organizing.



Jon Newman, is a shareholder at Sherman Dunn, P.C., a union-side law firm in Washington D.C. His practice is dedicated exclusively to the representation of labor unions, with a particular emphasis on unions in the building trades. He works closely with union officers and representatives to provide strategic and litigation counsel in connection with organizing campaigns. He also has extensive experience assisting unions with the negotiation and enforcement of collective bargaining agreements. In addition, Jon regularly provides counsel to unions on internal governance issues, including LMRDA compliance.

Jon litigates regularly in U.S. district courts, U.S. courts of appeals, state courts and before the National Labor Relations Board and other government agencies. He has also handled numerous arbitration matters.

Jon graduated with honors from the University of Maryland School of Law in 1994, and was a member of the Order of Coif. He received his Bachelor of Arts from Hamilton College in 1989. Jon is admitted to the bar of the District of

CORE FACULTY

Columbia, numerous U.S. courts of appeals, and the U.S. District Court for the District of Columbia. He is a member of the American and D.C. Bar Associations.



Peter Olney, is the retired Director of Organizing for the International Longshore and Warehouse Union (ILWU). Olney has been part of the labor movement for over 40 years. He has worked for numerous labor unions as an organizer and negotiator. Since coming to California in 1983 he has focused his work on building organization in the immigrant working class.

From 2001 until 2004, Olney was the Associate Director of the University of California's Institute for Labor and Employment (ILE). Olney has a Masters in Business Administration from UCLA. He resides in San Francisco, California.



Glenn Perusek, is an instructor/course coordinator for the Organizational and Membership Development course series. He has served as director of the Center for Strategic Research at the AFL-CIO in Washington, DC; as strategic research manager for the International Brotherhood of Electrical Workers and worked on strategic campaigns at the International Brotherhood of Teamsters. He was instructor/coordinator for the AFL-CIO/Cornell University program on strategic research and campaigns. He earned a B.A. from Kent State University and holds MA and PhD degrees from the University of Chicago, where he was a Merriam Fellow and won the Baker Prize. His publications include *Shifting Terrain* (2006). Perusek was a journeyman member of the typographical union in Chicago.



Robert Pleasure, is a member of the staff of North America's Building Trades Unions, AFL-CIO. Prior to that he served as Special Assistant to the President of the Building Trades. He was Executive Director of a number of institutes affiliated with the AFL-CIO and North America's Building Trades Unions, including the George Meany Center for Labor Studies (now the National Labor College), CPWR (the Building Trades Health and Safety Research Institute), and the AFL-CIO Center for Working Capital. He worked with John Sweeney, former President of the AFL-CIO, as Assistant to the President for Education and Training. Bob took leave from the Building Trades and served on the Presidential Transition Team, U.S. Department of Energy, between November 2008 and January 20, 2009, when he returned to the Building Trades. He graduated from the College of the University of Pennsylvania, the University of Michigan Law School, and completed an M.Sc. degree at the London School of Economics.



Greg Raftery, is currently with the IUPAT Organizing Department and is Special Assistant to the IUPAT General President. His union organizing experience is extensive, working in positions such as International Director of Organizing; Regional Organizing Coordinator; Regional Director of Organizing; Lead Organizer; Staff Organizer and VOC Organizer. In addition to his organizing experience, Greg has worked as a local business representative as well as a trustee on various trust funds. Greg has been invited to sit on various political committees and was Labor-Lobbyist for Missouri and Illinois. Greg has a passion for teaching labor education/organizing and has developed a number of course curriculums over the years.

EARN COLLEGE CREDIT

RECEIVE CREDIT FOR COMPLETING BUILDING TRADES ACADEMY COURSES

Rowan University is a comprehensive state-designated research institution with over 14,000 students. Its main campus is located in Glassboro, N.J. and consists of ten colleges and two medical schools. A selected number of its academic programs are offered in multiple locations as well as online.

One of its online degrees is the Bachelor of Arts in Construction Management. This online program is ideal for journeypersons and seasoned construction professionals as well as apprentices interested in combining building and construction trade experience with knowledge and skills necessary for career advancement as a professional tradesperson.

Find out more about how you can receive college credit for completing one or more Building Trades Academy Courses by contacting:

Stephen Krone, Dsc, P.E., MASCE
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krone@rowan.edu



Rowan
University



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WORKING WITH YOU



Value on Display.
Every Day.

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School of Human Resources
and Labor Relations
MICHIGAN STATE UNIVERSITY

The Building Trades Academy is a partnership between
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